




JOHN NAIMO
AUDITOR-CONTROLLER

COUNTY OF LOS ANGELES DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-3873
PHONE: (213) 974-8301 FAX: (213) 626-5427

February 3, 2015

TO: Supervisor Michael D. Antonovich, Mayor
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe

FROM: John Naimo 
Auditor-Controller

SUBJECT: **COMMUNITY AND SENIOR SERVICES – PAYROLL/PERSONNEL
REVIEW**

In 2007, your Board instructed the Auditor-Controller (A-C) to develop a risk-based plan to audit payroll/personnel operations in all County departments. In accordance with the developed plan, we completed a review of Community and Senior Services' (CSS or Department) compliance with County payroll and personnel policies, and use of the County's electronic Human Resources (eHR) System.

Some CSS payroll related functions, such as processing timesheet adjustments, issuing supplemental warrants, recovering overpayments, etc., are performed by the A-C's Shared Services Division (SSD). However, CSS staff are responsible for other payroll and personnel functions, such as controlling overtime, recording time and attendance, verifying bonus eligibility, processing employee terminations, and monitoring industrial accidents. This review was limited to the payroll and personnel functions performed by CSS.

Summary of Findings

We noted that CSS appropriately approves overtime, monitors standby pay, and maintains appropriate security over personnel files. However, CSS needs to strengthen its controls over other areas of their payroll/personnel operations, and their use of the eHR System. The following are examples of areas for improvement:

- The Department needs to ensure employee timesheets accurately reflect overtime hours worked. We noted four (27%) of the 15 employees' timesheets

reviewed did not reflect the actual overtime hours they worked. Specifically, we found that two employees did not claim all of their overtime hours worked, resulting in underpayments totaling \$220. The other two employees claimed overtime hours that they did not work, resulting in overpayments totaling \$140. It appears most of these cases occurred because the employees recorded their scheduled overtime hours, rather than claiming the actual hours worked.

CSS' attached response indicates that they resolved the over/underpayments with SSD. The response also indicates that they provided a written policy to all employees to remind them of the time reporting requirements, and that all employees will receive training by January 31, 2015.

- The Department needs to ensure that overtime authorization forms are attached to corresponding web-based timesheets (TIMEI), as required. In addition, management needs to review the Overtime Activity Reports to ensure overtime reported is accurate and appropriately approved.

CSS' attached response indicates they provided training to employees, which included a demonstration of how to upload overtime authorization forms to the TIMEI timesheet. The response also indicates that they will implement procedures to ensure that management reviews the Overtime Activity Reports and reconciles overtime activity to approved timesheets.

- Timesheets should be reviewed and approved by each employee's direct supervisor to ensure they are accurate. We reviewed timesheets for one pay period and noted that 60 (14%) of the 440 employees' timesheets were approved by lower-level staff/proxies (e.g., secretary, clerk, etc.), who are not the employees' direct supervisor.

CSS' attached response indicates they issued timekeeping procedural requirements to ensure appropriate supervisory review and approval.

- The Department needs to ensure that all timesheets completed by proxies (i.e., designated staff allowed to prepare other employees' timesheets) on behalf of employees are subsequently reviewed and certified by the employees. The Department also needs to ensure that proxies do not approve timesheets they prepared. We noted that none of the timesheets prepared by proxies were certified by the employees. We also found 47 (73%) of the 64 proxied timesheets reviewed for one pay period were approved by the proxies who submitted the timesheets.

CSS' attached response indicates they issued procedural requirements for proxies to reinforce compliance. The response also indicates that they started reviewing the eHR Proxy Timesheet Exception Report to ensure proxies do not approve the timesheets they prepare.

- CSS does not always follow-up on exceptions noted on the Missing Timesheet Reports. We reviewed 12 exceptions from the Missing Timesheet Reports, and noted that nine (75%) were not resolved, resulting in three overpayments totaling approximately \$1,720. These employees were on leave, but their timesheets were not proxied, resulting in the employees receiving their regular earnings.

CSS' attached response indicates that their Human Resources Division will notify executive managers of missing timesheets each pay period to ensure they are resolved.

- CSS needs to verify employees' bonus eligibility annually. CSS indicated that they have not performed the required annual bonus review since 2011.

CSS' attached response indicates that they will conduct the annual review. The Department completed this review in 2014, and plans to complete the next review in March 2015.

We also noted that CSS can improve its controls over processing employee terminations, monitoring industrial accidents, maintaining leave documents, and conducting employee payoffs.

Details of these and other findings and recommendations are included in Attachment I.

Review of Report

We discussed the results of our review with CSS management. They generally agreed with our findings and recommendations. The Department's attached response (Attachment II) describes the corrective actions they have taken, or plan to take, to address the recommendations in our report.

We thank CSS management and staff for their cooperation and assistance during our review. Please call me if you have any questions, or your staff may contact Robert Smythe at (213) 253-0100.

JN:AB:RS:YK

Attachments

c: Sachi A. Hamai, Interim Chief Executive Officer
Cynthia D. Banks, Director, Community and Senior Services
Department Heads
Public Information Office
Audit Committee

COMMUNITY AND SENIOR SERVICES PAYROLL/PERSONNEL REVIEW

Background

Community and Senior Services (CSS or Department) has approximately 470 employees in 24 offices throughout the County. CSS employees enter their time information in the County's electronic Human Resources (eHR) System. The Department's Human Resources Division (HRD) uses eHR to view employee timesheets, obtain employee leave balances and industrial accident (IA) information; process personnel actions, such as hires/terminations and bonuses; and maintain personnel data, including hire dates and County employment history, etc.

Scope

CSS is responsible for payroll and personnel functions, such as controlling overtime, recording time and attendance, verifying bonus eligibility, processing employee terminations, and monitoring IAs. Other CSS related payroll functions, such as processing timesheet adjustments, issuing supplemental warrants, recovering overpayments, etc., are performed by the Auditor-Controller's (A-C) Shared Services Division (SSD). This review was limited to the payroll and personnel functions performed by CSS.

We reviewed CSS' compliance with County payroll and personnel policies, including the County Fiscal Manual (CFM), and use of eHR. Our review included interviews with staff, and tests of CSS payroll/personnel transactions.

COMMENTS AND RECOMMENDATIONS

Overtime Monitoring and Approval

CFM Section 3.1.6 requires employees to accurately report all hours and/or variances (e.g., overtime) they work on their timesheet. In addition, CFM Section 3.1.9 requires employees to scan and attach overtime pre-approval documentation to their web-based timesheets (TIMEI). CSS incurred approximately \$400,000 in overtime costs in Fiscal Year (FY) 2012-13.

We reviewed timesheets for a sample of 15 employees who worked overtime, interviewed the employees and supervisors, and found that overtime hours reported on timesheets were not always accurate. Specifically, we noted that four (27%) employees' timesheets did not reflect the actual overtime hours they worked. For example, two employees did not claim all of their overtime hours worked, resulting in underpayments totaling \$220. The two remaining employees claimed more overtime hours than they worked, resulting in overpayments totaling \$140. It appears these overtime reporting inaccuracies occurred because the employees recorded their scheduled overtime hours, rather than claiming the actual hours worked. The

Department needs to ensure that employees claim actual overtime hours worked, or submit timesheet adjustments if they work more or less than the scheduled hours after timesheets are submitted. We also noted that CSS employees do not attach overtime authorization forms to their TIMEI timesheet, as required.

In addition, CFM Section 3.1.9 requires management to review, sign, and date the Overtime Activity Report each pay period, indicating that employee overtime reported is accurate and appropriately approved. We noted that the Department does not review this report.

Recommendations

Community and Senior Services management:

- 1. Ensure employee timesheets reflect actual hours worked, and any variances, including overtime, are accurately reported.**
- 2. Ensure employees submit timesheet adjustments, as needed, to accurately report actual hours worked.**
- 3. Ensure overtime authorization forms are attached to employees' TIMEI worksheets.**
- 4. Review and annotate the Overtime Activity Report to ensure overtime is accurate and appropriately approved.**

Time and Attendance

Timesheet Certification and Controls

After employees submit their timesheets, supervisors are responsible for reviewing and approving or rejecting the timesheets in eHR. If an employee is not available, a proxy can enter/submit a timesheet on the employee's behalf. Employees are required to subsequently review timesheet entries prepared by the proxy and sign a hard copy. Proxies should not approve the timesheets they submit.

We reviewed CSS employee timesheets, and noted the following:

- **Timesheet Approvals** – We reviewed timesheets submitted for one pay period, and noted that 60 (14%) of the 440 employees' timesheets were approved by lower-level staff/proxies (e.g., secretary, clerk, etc.), who are not the employees' direct supervisor.
- **Proxied Timesheets** – We noted that when employees' timesheets are proxied, employees do not review the timesheet entries or sign the proxied timesheets to document that the entries are correct. In addition, we reviewed 64 proxied

timesheets and noted that 47 (73%) timesheets were approved by the proxies who submitted the timesheets.

- **Paper Timesheet** – A paper timesheet is necessary when employees do not have access to submit their timesheet via TIMEI. CFM Section 3.1.7 requires employees and supervisors to sign paper timesheets and supervisors to forward the timesheets directly to a designated proxy for entry into eHR. We noted four (80%) of the five employees who submitted paper timesheets received their approved timesheet to submit to CSS' HRD for entry into eHR. Approved timesheets should not be returned to employees, as they can be altered before they are submitted for processing.

Recommendations

Community and Senior Services management:

5. **Ensure timesheets are reviewed and approved by supervisors who can attest to the hours employees worked.**
6. **Ensure employees certify the accuracy of proxied timesheets by signing a hard copy timesheet.**
7. **Ensure that proxies do not approve timesheets they submit on behalf of employees.**
8. **Ensure supervisors forward approved paper timesheets directly to a designated proxy for entry into eHR.**

eHR Time Collection Exception Reports

CFM Section 3.1.7 requires departments to generate eHR exception reports, follow-up on noted exceptions, and document the results. Since the A-C's SSD handles some CSS payroll functions, SSD is responsible for generating the exception reports and forwarding the information to CSS to follow-up on the exceptions.

We reviewed CSS' exception reports and noted that CSS Payroll staff do not always follow-up on exceptions noted on the Missing Timesheet Reports. We reviewed 12 exceptions from the Missing Timesheet Reports, and noted that nine (75%) were not resolved, resulting in three overpayments totaling approximately \$1,720. These employees were on leave, but their timesheets were not proxied. When employee timesheets are not submitted, it results in employees receiving their regular earnings/base pay because defaulted timesheets do not reflect any absences or leave time.

Recommendations**Community and Senior Services management:**

9. **Ensure staff review and resolve all exceptions on eHR exception reports and document the results.**
10. **Ensure staff review prior exception reports, make timesheet adjustments, recover overpayments, and correct employee leave balances, as needed.**

TIMEI Access

All employees need access to TIMEI in eHR to complete their timesheet. However, we identified five CSS employees who were not given TIMEI access timely after they were hired. For example, one employee was hired in November 2012, but did not get TIMEI access until November 2013. The remaining four employees were given access to TIMEI 43 to 79 days after they were hired. We noted that these employees completed paper timesheets instead of using TIMEI. CSS management corrected the issue after we brought it to their attention.

Recommendation

11. **Community and Senior Services management ensure new employees are given TIMEI access timely.**

Bonuses

Employees can receive bonuses for special job skills and taking on additional responsibilities or duties. CFM Section 3.1.8 requires departments to ensure all employees receiving bonuses are eligible by reviewing documentation in the employee's personnel file annually. The annual bonus review should be documented, signed, and dated by the person performing the review. CSS indicated that they have not performed the required annual bonus review since 2011. In addition, the review conducted in 2011 did not include all bonuses.

Recommendation

12. **Community and Senior Services management ensure that all employee bonuses are reviewed annually.**

Leave Accounting

Bereavement and Jury Duty Leave

County Code Section 6.20.080 indicates that full-time permanent employees who are absent from work because of the death of a qualifying relative may use up to three days of bereavement leave. If the employee is required to travel more than 500 miles one way, they may use up to five days of bereavement leave. CSS policy requires employees to submit proof of bereavement (e.g., death certificate, obituary, newspaper article, etc.) to the Payroll Section. We reviewed 18 bereavement leaves and noted that six (33%) did not have any supporting documentation.

In addition, County Code Section 6.20.080 indicates that any permanent employee is allowed to be absent from work at regular pay to serve on a jury. CSS also requires employees to submit proof of jury duty service. We reviewed 15 employees who had jury duty coding on their timesheets, and noted that the Department did not have proof of service for seven (47%) employees.

Recommendation

- 13. Community and Senior Services management ensure that employees submit required documents for all bereavement and jury duty leaves.**

Terminations

Timeliness of Terminations

When an employee terminates County employment, Personnel staff enter the required information in eHR. It is important that departments enter termination information before the A-C's deadlines each pay period to reduce the number of post-period adjustments, and to minimize incorrect final payments.

We noted that 11 (61%) of the 18 terminations we reviewed were entered an average of 11 days past the A-C's deadlines.

Recommendation

- 14. Community and Senior Services management ensure terminations are entered before the Auditor-Controller's deadlines in eHR.**

Verification of Terminations

CFM Section 3.1.8 requires personnel independent of entering job, timesheet, and/or termination transactions in eHR to maintain a list of terminated employees, and trace the terminated employees' names to the eHR Payroll Sequence Register for at least three consecutive months to verify that the termination has been processed, and that

the terminated employees do not continue to receive pay. CSS does not maintain a list of terminated employees, and does not trace the employees' names to the eHR Payroll Sequence Register, as required.

Recommendation

- 15. Community and Senior Services management ensure staff maintain a list of terminated employees, and trace the names to the eHR Payroll Sequence Register for at least three consecutive months after employees are terminated.**

Industrial Accidents

The County's IA policies require departments to notify the Third Party Administrator (TPA) within 24 hours of an employee's injury to ensure timely IA benefit payments. We reviewed all four IA cases, from January to September 2013, and noted that for three (75%) cases the Department notified the TPA an average of eight days late.

Recommendation

- 16. Community and Senior Services management ensure that the Third Party Administrator is notified within 24 hours of an employee's injury.**

Employee Payoffs

CFM Section 3.1.12 requires departments to conduct unannounced payoffs at least once every 12 months to ensure that all employees are bona fide. During the payoffs, employees are required to show proper identification and sign payoff documentation. CSS conducted payoffs annually, however, we noted that 23 (5%) of the 454 employees did not sign the payoff documentation.

Recommendation

- 17. Community and Senior Services management ensure that a documented payoff is conducted for all employees, and follow-up on the 23 employees who did not sign the payoff documentation.**



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Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

January 15, 2015

To: John Naimo
Auditor-Controller

From: Cynthia D. Banks
Director

Subject: **COMMUNITY AND SENIOR SERVICES RESPONSE TO PAYROLL/
PERSONNEL REVIEW**

Community and Senior Services' (CSS) is submitting the attached response to the 17 recommendations contained in the Auditor-Controller's (A-C) report of the Payroll/Personnel Review.

We are committed to taking the necessary corrective actions to ensure full implementation of the report recommendations. From the time of the A-C's initial review to the present, we have established an aggressive training schedule to ensure staff utilizes all features of the e-HR system. In addition, we have also released new policies and procedures to ensure that effective controls are in place.

We appreciate the professionalism in which the A-C team conducted its review and look forward to working with you in the future.

Please contact me if you have questions, or your staff may contact Jhony M. Acosta at jacosta@css.lacounty.gov or (213) 738-2604.

CDB:OS
JW:JMA

Attachment

ATTACHMENT II

**COMMUNITY AND SENIOR SERVICES (CSS)
PAYROLL AND PERSONNEL REVIEW
RESPONSE**

Overtime Monitoring and Approval

Recommendation 1: Ensure employee timesheets reflect actual hours worked, and any variances, including overtime, are accurately reported.

CSS Response to Recommendation 1: Agree and corrective action plan in progress

In 2012 and 2013, the Department implemented various administrative directives to restate employee responsibilities on accurate reporting of actual hours worked and any variances including overtime. During implementation of e-HR in 2012, the Department also deployed trainings to facilitate employee understanding of those responsibilities in the new automated environment.

In September 2014, the Department implemented a Time Reporting policy to restate time reporting requirements and employee responsibility to submit timely and accurate timesheets. The policy requires employees to record all actual time worked and variances (i.e., overtime, vacation, etc.) in the TIMEI system on a daily basis to ensure accuracy and timely submissions. Since December 2014, the Department has trained approximately 50% of employees on the new policy. The remaining staff will complete their training by February 2015.

In December 2014, the Department automated the overtime request submission, approval and monitoring process through implementation of the Time and Information Management System (TIMS). Using a phased-in approach, the Department implemented TIMS on a pilot basis beginning with the Administrative Services Branch in December 2014. The remaining branches will complete training by March 31, 2015.

In January 2015, the Human Resources Division (HRD) also implemented electronic notifications to management of the e-HR Exception Reports to ensure that employees' timesheets reflect actual hours worked and any variances, including overtime, are accurately reported. As an added internal control, management will use overtime activity reports generated through TIMS to reconcile against e-HR Exception Reports. This process is targeted to begin April 2015.

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Recommendation 2: Ensure employees submit timesheet adjustments, as needed, to accurately report actual hours worked.

CSS Response to Recommendation 2: Agree and Implemented

This corrective action item relates to the A-C findings that four employees did not complete timecards that reflect accurate overtime hours. Following notification of those findings, the Department coordinated with the A-C Shared Services Division to complete the necessary timecard adjustments. In March 2014, CSS also implemented a revised Timecard Correction Form with instructions for employees to follow using the new timesheet adjustment form.

In addition to these procedural enhancements, HRD started providing the e-HR Exception Overtime Activity Report to management in January 2015 for review and annotation. The reports assist management in reviewing, identifying and correcting timecard inconsistencies related to overtime.

Recommendation 3: Ensure overtime pre-approval documentation is attached to employee TIMEIs.

CSS Response to Recommendation 3: Agree and corrective action plan in progress

This matter has been resolved. In September 2014, the Department replaced its manual process with the implementation of the Time Reporting policy. CSS subsequently deployed webinar trainings, which included demonstration to employees on how to upload variance documents (i.e., overtime requests) to the TIMEI timesheet. Since December 2014, the Department has trained approximately 50% of employees, with the remaining staff targeted for training by February 2015.

In addition to these procedural enhancements, HRD began providing the e-HR Exception Overtime Activity Report to management in January 2015 for review and reconciliation. The reports assist management in reviewing, identifying and correcting timesheet inconsistencies related to overtime.

Recommendation 4: Review and annotate the Overtime Activity Report to ensure overtime is accurate and appropriately approved.

CSS Response to Recommendation 4: Agree and Implemented

This matter has been resolved. HRD began providing the e-HR Exception Overtime Activity Report to management in January 2015 for review and

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annotation. The reports assist management in reviewing, identifying and correcting timesheet inconsistencies related to overtime.

Time and Attendance

Recommendation 5: Ensure timesheets are reviewed and approved by supervisors who can attest to the hours employees worked.

CSS Response to Recommendation 5: Agree and corrective action plan in progress

In September 2014, the Department implemented a Time Reporting policy that restates the responsibility of supervisors to review and approve accurate timecards. As part of implementation, the Department deployed webinar trainings to employees and supervisors. The Department has trained approximately 50% of employees as of December 2014, with the remaining staff targeted for training by February 2015.

Currently, the Department is developing an instructor-led training for supervisors that will deploy in February 2015. The training will cover: a) supervisors' specific responsibilities; b) County Fiscal Manual Audit Standards; c) how to use the TIMEI system to check for variance documents; d) how to use e-HR Exception Reports to review and identify timecard inconsistencies; and e) disciplinary consequences for failure to perform their duties.

Recommendation 6: Ensure employees certify the accuracy of proxied timesheets by signing a hard copy timesheet.

CSS Response to Recommendation 6: Agree and Implemented

In September 2014, the Department implemented a Time Reporting policy that clarifies the roles and responsibilities for proxies. As part of implementation, the Department deployed webinar trainings to employees. The Department has trained approximately 50% of employees as of December 2014, with the remaining staff targeted for training by February 2015.

Currently, the Department is developing an instructor-led training for proxies that will deploy in February 2015. The training will cover: a) proxy-specific responsibilities; b) County Fiscal Manual Audit Standards; c) how to use the TIMEI system to check for variance documents; and d) procedures and record keeping requirements for obtaining employee signatures on timecard printouts.

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In addition to these policy and training enhancements, HRD now reviews the e-HR Exception Proxy Timesheet Report and notifies management when designated personnel identify inconsistencies. The reports are annotated and reconciled.

Recommendation 7: Ensure that proxies do not approve timesheets they prepare on behalf of employees.

CSS Response to Recommendation 7: Agree and corrective action plan in progress

In September 2014, the Department implemented a Time Reporting policy that clarifies the roles and responsibilities for proxies. As part of implementation, the Department deployed webinar trainings to employees. The Department has trained approximately 50% of employees as of December 2014, with the remaining staff targeted for training by February 2015.

Currently, the Department is developing an instructor-led training for proxies that will deploy in February 2015. The training will cover: a) proxy-specific responsibilities; b) County Fiscal Manual Audit Standards; c) how to use the TIMEI system to check for variance documents; and d) procedures and record keeping requirements for obtaining employee signatures on timecard printouts.

In addition to these policy and training enhancements, HRD now reviews the e-HR Proxy Timesheet Exception Report to identify and follow up on instances where proxies approve timesheets they prepare on behalf of employees.

Recommendation 8: Ensure supervisors forward approved paper timesheets directly to a designated proxy for entry into e-HR.

CSS Response to Recommendation 8: Agree and Implemented

In September 2014, the Department implemented a Time Reporting policy that clarifies the roles and responsibilities for supervisors and proxies. As part of implementation, the Department deployed webinar trainings to employees and supervisors. The Department has trained approximately 50% of employees as of December 2014, with the remaining staff targeted for training by February 2015.

Currently, the Department is developing an instructor-led training for supervisors and proxies that will deploy in February 2015.

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**COMMUNITY AND SENIOR SERVICES (CSS)
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eHR Time Collection Exception Reports

Recommendation 9: Ensure staff review and resolve all exceptions on e-HR exception reports and document the results.

CSS Response to Recommendation 9: Agree and Implemented

In October 2014 the Department resumed electronic notifications to managers of missing timesheets. This procedure ensures that executive managers receive the notification reports daily for three consecutive days or until the Department achieves 100% compliance, whichever occurs first.

Recommendation 10: Ensure staff review prior exception reports, make timecard adjustments, recover overpayments, and correct employee leave balances, as needed.

CSS Response to Recommendation 10: Agree and corrective action plan in progress

In January 2015, HRD will deploy a 100 percent compliance review of prior exception reports since implementation of e-HR in April 2012 in order to determine where timecard adjustments may be necessary. HRD will coordinate with management to ensure that timecard adjustments are processed through the A-C Shared Services Division. All required timecard adjustments will be completed by June 30, 2015.

TIMEI Access

Recommendation 11: Community and Senior Services management ensure new employees are given TIMEI access timely.

CSS Response to Recommendation 11: Agree and Implemented

In July 2014, the Department implemented an on-boarding business workflow to ensure HRD's On-Boarding Unit creates the necessary documents in e-HR that grant new employees timely access to TIMEI. As part of these business workflow enhancements, HRD management now monitors incoming personnel transaction reports in e-HR to ensure new employees receive timely access to TIMEI.

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**COMMUNITY AND SENIOR SERVICES (CSS)
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Bonuses

Recommendation 12: Community and Senior Services management ensure that all employee bonuses are reviewed annually.

CSS Response to Recommendation 12: Agree and Complete

In March 2014, the Department conducted an annual bonus review of all bilingual, out-of-class, additional responsibilities, and emergency roll-out assignments in order to verify employees' eligibility to maintain the additional compensation. HRD management implemented internal procedures to ensure that the reviews now occur annually.

Leave Accounting

Recommendation 13: Community and Senior Services management ensure that employees submit required documents for all bereavement and jury duty leaves.

CSS Response to Recommendation 13: Agree and corrective action plan in progress

The Department has begun deployment of webinar trainings, which included demonstration to employees on how to upload variance documents to the TIMEI timecard. The Department has trained approximately 50% of employees as of December 2014, with the remaining staff targeted for training by February 2015.

Terminations

Recommendation 14: Community and Senior Services management ensure terminations are entered timely in e-HR.

CSS Response to Recommendation 14: Agree and corrective action plan in progress

In January 2015, the Department will begin implementing an automated exiting form and procedure to ensure management consistently documents and notifies HRD of employee terminations. This automation will include a business work flow that ensures HRD personnel processing staff enters terminations into e-HR timely.

Recommendation 15: Community and Senior Services management ensure staff maintains a list of terminated employees, and trace the names to the e-HR Payroll

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Sequence Register for at least three consecutive months after employees are terminated.

CSS Response to Recommendation 15: Agree and Implemented

In December 2014, HRD management established written procedures to formalize the list maintenance and e-HR Payroll Sequence Register review process. HRD completed the first review under the formalized procedures in January 2015.

Industrial Accidents

Recommendation 16: Community and Senior Services management ensure that the Third Party Administrator is notified within 24 hours of an employee's injury.

CSS Response to Recommendation 16: Agree and Implemented

In November 2014, the Department revised its injury reporting policies and procedures. The new policy and procedures were subsequently released to all employees. As part of implementation HRD deployed instructor-led trainings for supervisors and managers in December 2014. The training covers industrial injury reporting responsibilities and deadline requirements. HRD will continue to deploy trainings through June 30, 2015, to ensure all Departmental supervisors and managers are trained. This training is now mandatory for all incoming management and supervisorial appointees.

Employee Payoffs

Recommendation 17: Community and Senior Services management ensure that a documented payoff is conducted for all employees and follow up on the 23 employees who did not sign the payoff documentation.

CSS Response to Recommendation 17: Agree and corrective action plan in progress

The next annual payoff review is scheduled for January 2015. HRD management will coordinate the payoff process in conjunction with the release of the 2014 – W2. At that time, the Department will follow up on the 23 employees who did not sign the payoff documentation.